

Richmond Refinery IIF 2011 - Our actions will be developed from our declared future... 1. Beyond Zero - We will Value and Respect all workers. Workers at Richmond are unwilling to work in an unsafe environment and they believe that we all have responsibility and control over our ability go home the same way than when we came to work, or better. 2. Zero is Attainable -We will take every action we are able to to enroll and engage workers in order to safely operate this refinery one year (or more) Incident and Injury Free and promote IIF as a core value in the leaders and workers in this refinery, 3. Partners in IIF - All work groups are fostering teamwork and honest communication in order to promote IIF and world class performance in all aspects of our Refinery performance.

IIFLT Set of Performance Indicators/ Objectives to direct our work in 2011

IIF Performance Indicator/ Objective	Comments - concepts to remember
<p>1 Enable periodic (planned, consistent, and systematic) enrollment conversations intended to foster and develop IIF Champions at all levels (O&M focus due to higher level of risk).</p>	<p>Balancing the planned and intentional interaction with CVX Managers and Supervisors with Chevron Employees. Taking the deeper dive to the small group (1 and 2 person ideal) level of communication in enrollment conversations. The conversations must be designed to address: the level of listening, the Gap that exists between what people say they are going to do and what they are actually doing with regards to SWA, and ability to receive feedback. These conversations will build our ability to have difficult (and uncomfortable in some cases due to cynicism) conversations Conversation components: Listening, IIF Concepts, Business Performance, Operational Discipline, and incorporate feedback to the local leaders and IIFLT.</p>
<p>2 Improve Incident and Injury Free communication competency with and from 1st line supervisors (CVX). IIF Concepts include: setting clear expectations of 1st line supervisor role in Enrollment conversations, the ability to consistency provide the same message, for fewer IIF engagement tasks</p>	<p>Build competency of 1st line supervisors in enrolling Enroll 1st line supervisors with IIF</p>

- Partner with Operational Discipline Program in order to build IIF
- 3 enrollment, competencies in enrollment, and engagement of supervisors.

SWA Beliefs

Leadership Competencies - IIF recognition for behaviors, enrollment, building community ... and speaking to the values that are sourced when people use SWA ... and the 5 steps of SWA.

Crew Management - how effective are turnovers? ,

Loss Prevention Week - Conversation to start our year powerfully.

LOTO

Procedures - We must follow them consistently.

Coaching component.

- Engage workers in discussions/ activities intended to promote Risk Recognition and Hazard Identification at field (situational) level that also serve to enroll workers in our stand on SWA by speaking to the values that
- 4 enable SWA and the feeling that we will be backed up when we use SWA.

Pair the Risk Recognition with SWA Values, The feeling that Management will "back up" SWA, and the 5 Steps of SWA.

Building the belief, values, relationships which enable SWA (Enrolling conversations).

Paired with a commitment to speak up because I want to, I have the desire to.

- Engage workers, and leaders with Recognition exercises while highlighting the positive results generated from the discretionary effort of our workers.
- 5

Consequences - Positive and Negative

- Integrate and Promote the Beliefs, Values, and Relationships (Why) which enable the use of SWA in all enrollment and engagement activities in 2011.
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I know him, he's my friend, family, part of my community, etc.